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AUGUST 1957

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Louis B. Seltzer
AN EDITOR
LOOKS AT
PUBLIC RELATIONS

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More Brickbats, Please

● Every now and then, somebody in a position of eminence tosses a brickbat in the direction of Public Relations. An editor writes that tired old piece about how public relations men are trying to get "free publicity" when they ought to be buying advertising space. A free-lance writer makes an "objective" investigation and then gravely reports that public relations people are trying to "manipulate" opinion. Government bureaus avoid hiring "public relations" people and, instead, insist that their public relations men are "information specialists."

And so it goes. A recent assault was mounted by no less a personage than Dr. A. Whitney Griswold, President of Yale University. Presumably after profound study, Dr. Griswold told an audience that public opinion polls threaten our moral and aesthetic values with the pernicious doctrine that the customer is always right. The savant added some comments about the "unctious" public relations counsels that rob us of both our courage and our convictions.

Whenever somebody lets go with such a barrage, public relations people are inclined to duck, blush or take to the woods. One might think that the accusation was somehow the equivalent of proven guilt.

There is, in point of fact, little reason for such loss of equanimity. The medical profession does not quiver in fright when assailed, nor does the lawyer go to pieces even if and when one of his fellow counsellors is found guilty of being an ambulance chaser. The educator manages to withstand the slings and arrows even when accused of being "progressive," which is, of course, a most serious offense. And the opinion analysts go merrily on even when some of their customers accuse them of depravity.

Why, then, do public relations people hit the panic button so readily? It is, perhaps, because the public relations craft, striving to become more professional, is still so very young. The young are sensitive.

It is, however, at least conceivable that the criti-

cisms, however unjust or ill-informed, are in the end helpful. As some one else has pointed out wisely, a profession does not become a profession because its members assert their professionalism; on the contrary, an organized form of work becomes truly professional only when society declares it to be.

If this is true, then it follows that a profession, especially a nascent one, must rub elbows with reality as it develops. And reality often has sharp cutting edges. Which is to say that public criticism of public relations may not always be misguided and that we in the craft are not necessarily always like Caesar's wife.

Let the skeptics fire away, then. If public relations is as bad as some say, it will surely perish. But if public relations is truly a useful art, if it has contributions to make to modern society, then those of us who believe in it have little real reason for perturbation.

So let the brickbats fly. Public relations is surely coming of age and seems likely to survive. ●

Who Is Confusing Whom?

● No rational man would debate the thesis that some confusion exists between something called "publicity" and something else called "public relations." The problem is: who, or what, is responsible for the fog?

One of the elder statesmen in the public relations field put it this way in a letter to the JOURNAL:

Here is something that has been churning around in my mind for a long time. Something somebody wrote recently brought it back to the fore and it occurs to me that it might be an editorial theme for the JOURNAL.

Obviously, one of the greatest confusions that exists, to the detriment of public relations, is the overlapping of public relations and publicity. I have a card somewhere in my desk from the di-

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Louis B. Seltzer



An Editor Looks At Public Relations

By Louis B. Seltzer

● This country has become vast. Its business has become tremendous in its scope. Its government has been unprecedentedly enlarged. Its population has become massive and its civilization intricate and complex. It has, therefore, become necessary to interpose between the people and American business and finance and government, a brand-new profession which is interpreting, analyzing and searching out the truth and attempting to tell it. This is called the profession of public relations. And I think it is a profession. It perhaps was not always a profession. But for that matter, not all professions were professions before they became professions.

In any event, I think public relations can now lay legitimate claim to being a profession. To a very large extent, the good opinion the American people currently hold about so

many facets of American business, finance and industry, can be attributed to the skill, the resourcefulness, the ingenuity and the integrity of those who practice in the field of public relations.

Worst depression in history

Public relations perhaps gained its greatest impetus when, overnight in late 1929, we plummeted from the summit of what we then considered all-time prosperity, and lay prostrate in the valley of the worst depression in our history. It was then that these geniuses who operate American business and finances suddenly discovered that while they were good at production, distribution and perhaps advertising, they were not so effective in the basic responsibility of articulating themselves to the people of America upon whom ultimately they depended for their own corporate solvency and prosperity.

At that point, public relations, as I said, gained its greatest impetus. And by the grace of good fortune, there were enough men around in this field, like John Hill and men and women in this audience and elsewhere, who realized the real responsibility and implications of assuming such an obligation, and who guided public relations toward the high esteem in which it is held today.

Money spent annually

If my information is correct, something like a half billion dollars is being spent annually by American business and finance, on public relations of one kind or another, as distinguished from product advertising and merchandising. And if I read correctly in *Editor and Publisher* the other day, there are something like a hundred thousand men and women actively participating in the field of public relations.

Of course, there are problems

ahead. In the event, for example, that we should fall upon rather unfortunate business days — I don't believe we are going to do so, but we might—then the need for increased and improved public relations will be painfully evident. But, I'm not persuaded, even with business as it is, in an era of rising costs and diminishing net profits, that American businessmen yet have the wisdom to realize how important an integral part of the total business and industry pattern public relations is.

I think you've got a job to do in a period of prosperity, to make certain that the cost of public relations is well understood by those who, after all, are running the businesses which you represent. American business and finance may tend to believe public relations has brought American business and finance to the point where they no longer need public relations.

There are some mistaken individuals who regrettably hold to that notion. Among them, unfortunately, are some of my personal friends. I have tried diligently to disabuse their minds of any such notion, but some of these people in American business are obstinate and obdurate and sometimes downright stupid, and they just don't see it. But I think you've got that responsibility of making them understand the real worth of what you do for them.

Get to the truth and tell it

You've got another responsibility, too, and it is in the area of shrinking sources of information with which some of us in our particular branch of communications are deeply concerned. In government, in American business and finance, and elsewhere, we detect an artificial drying up of these information sources. We don't think this is good for the ultimate safety and security of this democracy. And I know that basically your responsibility is to get at the truth and, as best you can, to tell it. But I think there is a temptation now and then to get the truth and not tell it. In this, I think you could be doing yourselves, as public relations counselors, and those you represent, a distinct disservice.

With an authoritarian or an absolute government, shrinking the sources of information, or the appropriation of it for its own propaganda purposes, may be compatible. But in this last surviving real bastion of democracy, I think we all jointly carry a very heavy responsibility of making certain that we take all means to make available information and make it available freely and willingly and cooperatively. Put the best face on it that you will, but you people particularly must make the information available.

The question has been asked as to how public relations people can present business news in a way that will make it more acceptable, in view of shrinking business news space.

Competitive communications

The answer to this is all bound up with a great many things. It's bound up with competitive communications, with specialized magazines, with the blossoming out across the landscape of America of many other outlets from which to get the movement of stocks and financial information. It's bound up with the increased cost of newsprint. But of one thing you may be certain . . . that if you can produce a good financial and business story, as you should, and we do as we should — you and us together or individually — it's going to get into the newspapers, you may be sure.

It may be a little more difficult nowadays to get it in than formerly. It may call for, from you and from us, a little more resourcefulness and ingenuity, but it will get there. And the ironic fact about this is, that this takes place at a time when there is more interest and more significance in these financial, business, technical and scientific matters than ever before. We on our side have to open up our minds, adapt ourselves a little more skillfully, sensitively and understandingly to these primary responsi-

bilities than newspapers generally speaking are doing.

In our business we have got to live much more closely to people and their quickly changing interests than is the case. I'm afraid too many of us came up in a different generation, and through steps on the way that did not condition us properly for the business and financial responsibilities that are now so much more a basic part of our life.

Concern also has been expressed for the lack of understanding of public relations on the part of the press. I have been asked, "Is there any suggestion you can make as to how the press can be educated without their feelings offended?"

Well, I believe that this chasm — and I believe it does exist — exists more in the newspaper offices than it does in the public relations offices.

New phenomenon

Public relations is a relatively new phenomenon in American life and I don't think that in the newspaper offices of America editors, city editors, managing editors, ad infinitum, who came up in another generation — in another journalistic period — are yet completely aware of the true significance, the true proportions and the true purpose it serves. They do not appreciate the fact that public relations is not press agency; that public relations is an integral profession, an indispensable, absolutely necessary part of the American economic, social, political pattern of today. And I think, therefore, to the extent that you can, yourselves, penetrate this area of our business and demonstrate your standards and abilities we can break this so-called hazard. It's going to take a little time. It already has proved it will take time. But eventually it will come about more and more, as new people take over the responsibilities on newspapers.

Most of us want to work with you people in public relations. Most of us do—I hope with beneficial results to all concerned, especially the public. If we continue alert to our opportunities and attentive to our responsibilities, that cooperation will be of steadily increasing importance to all of us. ●

• LOUIS B. SELTZER is editor of the CLEVELAND PRESS and is one of the nation's best-known newspapermen. His present article is adapted from a talk he gave recently before a meeting of the New York Chapter of the PRSA.

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THE PREVALENCE OF FACES

—Some Heretical Thoughts on Mass Communication

By Robert Strunsky

● A little over a century ago George Borrow offered a somewhat rueful little homily on human nature that carried a prophetic ring.

"Trust not a man's words," he said, "or you may come to erroneous conclusions. But at all times place implicit confidence in his countenance, in which there is no deceit. If more people would but look each other more in the face, we should have less cause to complain of the deception of the world."

Face-to-face communication

In offering this advice, the celebrated British novelist, Bible salesman and world-traveler affirmed one of man's deepest intuitions—his instinctive faith in the virtue of face-to-face communication. The roots of this faith go back to the beginning of

human experience when face-to-face communication was, in fact, the only form of communication, antedating by thousands of years the earliest use of symbols, and the first appearance of the written and printed word.

No society reflects this faith more than our own. We are a nation committed to looking each other in the face—a commitment which finds its most vivid expression in our instruments of mass communication. Today, through the medium of television as well as in our picture-dominated magazines and newspapers, we are spending more time looking at each other's faces than at any period in our history.

It has long been a commonplace that what interests people most is other people. Yet to explain our preoccupation with people's faces in these terms alone is to ignore one of its major implications. The fact is that today these faces are the chief source of most of the information and opinions we receive. Wherever we turn, we encounter them in the act of telling us what to buy, how to raise our children, decorate our homes, prepare our food, enjoy our leisure, handle our personal problems; in a word, how to run our lives.

Ideas and objects

Moreover they find us deeply responsive. We are, in fact, true disciples of Borrow to the degree that we place "implicit confidence" in the countenances of those who daily exhort us from our television screens and from the pages of our newspapers

and magazines. By and large we accept what they have to offer: in the form of ideas as well as objects. The activities we pursue, the techniques we employ, the substance of our conversations, the contents of our homes—all clearly reflect the influence these faces have on our lives. We receive from them not only a knowledge of our objective environment, but, to a large extent, our sense of direction in it.

The power which personal communication holds over us is part of our heritage as social animals. We have been conditioned to it from infancy. We spend our lives in the act of telling or being told. Most of what we know and believe has been absorbed through face-to-face communication, beginning with the earliest information we received from our parents and teachers, and continuing through all our subsequent relationships. Given this pattern of experience, it is only natural that we should find it more congenial than other forms of communication and ascribe to it a greater degree of credibility.

Element of personality

Experience, however, only partially explains the strength of our commitment to this form of communication. A factor of far greater importance is the element of personality—the visible presence of another person in the process of transmitting information. It is this factor that gives personal communication its unique impact and authority. By providing

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● ROBERT STRUNSKY, Copy Chief of CBS Television, was born in New York City and educated at Horace Mann School and Amherst College.

He was a reporter and feature writer with the OMAHA WORLD-HERALD and NEW YORK SUN, and later switched to the world of advertising where he worked for R. H. Macy & Co., Simon & Schuster and then CBS.

Mr. Strunsky has contributed material to the "American Mercury" and "Saturday Review of Literature."

THE PREVALENCE OF FACES

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the "one touch of nature" that makes the whole world kin, it establishes the "critical" bond between speaker and viewer.

One can provide no more valid credential than the common bond of humanity. It arouses the deepest memories of the race. It brings to the surface that slumbering sense of identification shared by members of the same species and evoked by the recognition of physical similarities. In the words of Shylock, "hath not a Jew eyes . . . hands, organs, dimensions, senses, affections, passions?"

But the real power of personal communication rests on more than a shared anatomy and physiology. It is rooted deeply in certain basic assumptions that hark back to our earliest exposure to this form of communication—to a world in which our principal informants were our parents and teachers.

In the relationship between parent and child, personal communication takes on a special context: it is infused with and colored by an underlying interest and involvement in our welfare—made explicit by expressions of affection, concern, or disapproval, and physically demonstrated in an infinite variety of ways. If less obviously, the same overtone characterizes the communication we receive from our teachers. It is animated by a desire to increase our knowledge and understanding in our own interests.

"Objects of interest"

As children we are inevitably cast in the role of "objects of interest," and while this interest may not always appear to be motivated by benevolence, it is ultimately accepted as such. The assumption that all personal communication, regardless of its specific content, has our own interests and welfare at heart, serves to invest it with enormous impact and au-

thority.

Thus in the relatively secure and loving world of childhood may be found in large measure the origins of our commitment to face-to-face communication. It is a linear world in which information is accepted at face value. Nor is it merely a play on words to suggest that this information derives its "face-value" as much from the trusted, familiar and benign faces of our parents and teachers, as it does from the manifest truth of their assertions.

What is more natural than that this commitment should be carried over into the adult and interlinear world where things are not always as they seem? If anything, it could be expected to become even more intense as we become to an even greater degree objects of interest and attention, surrounded by an increasing number of faces that entertain, flatter, cajole, excite and inspire us with feelings of warmth and well-being. Indeed in this prevalence of faces lies the secret of television's power as well as the immense popularity of our pictorial magazines.

Personal communication

The hitch, however, is that in this larger and more complex world the same conditions do not apply. The context of personal communication has materially altered. As adults we can no longer make the same assumptions with respect to the people that confront and exhort us. It cannot be assumed that they are animated by the same motives of interest and concern that characterized our parents and teachers. At their worst, these motives are questionable; at their best, they are mixed. Personal communication has taken on a different orientation: new elements have been introduced, new objectives, new parties of interest.

The smiling faces of our commercial announcers carry different implications than the smiling faces of our parents. The chemist who stares out of a full-page advertisement may not, indeed, be a chemist at all, but only a man in chemist's clothing. While the element of benevolence may be apparent, it is not necessarily present in the welter of exposition and advocacy that flows from our informants, whether private citizens or public officials. It has been supplanted by the element of special interest.

In the adult world of face-to-face communication it becomes increasingly difficult to separate illusion from reality.

This altered context of communication obviously calls for a compensating adjustment in our own responses. Yet it is by no means clear that we make this adjustment. The effect of early and prolonged indoc-



The author, Mr. Strunsky

trination is not easily erased. "Show me the child," runs the adage, "and I will show you the man."

Response changes very little

There is in fact considerable evidence that the nature of our response to personal communication has changed very little in the transition from childhood to maturity. Essentially the same inferences are drawn. As adults we continue to equate the personal qualities of the informant with the content of his information. The history of testimonial advertising is the history of this equation. It is a form of osmosis whereby a commodity acquires an added ele-

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Is There a Public Relations Man In the House?

By Allan M. Wilson

● The group of Americans on a guided tour of Europe were half filling a Paris hotel lobby as they awaited their room assignments. One of them stepped to the cashier's window with a travelers check in his hand.

A minute later, he turned around, waving some vari-colored, vari-sized French currency, and called loudly across the room: "Hey, Joe! Look at this stuff they call money over here! I'm gonna get a batch of it and paper my den!"

Chalk up another score against us in the serious game of making foreign friends and influencing nations.

Tourists will be tourists

Oh, well, one may say, tourists sometimes will be tourists, especially on their first trip abroad. But not long ago a number of experienced radio and television interviewers, shocked as were all Americans by the bloody Soviet invasion of Hungary, unselfishly risked absence from their families to help the refugees streaming into

Austria. They made a flying trip to the little country to tape interviews with refugees as an aid in the Hungarian Emergency Relief Campaign then going on in the United States.

They were on an errand of mercy and goodwill, and none had any intention of offending anyone, least of all the Austrian government.

Yet, while interviewing a high Austrian official who had been working around the clock and who rightly viewed the refugees as a responsibility, not of Austria alone, but of the entire free world, one of the Americans asked if Austria were "grateful" for the help America was sending.

Fortunately, another of the visiting group, one with the sensitivity essential to good public relations, interrupted to assure the official that both the people and the Government of the United States greatly admired the attitude and actions of the Austrians in the serious crisis. Had this not been said, the official might thereafter have visualized our Statue of Liberty as an offensively patronizing Lady Bountiful.

Gift refused

Later, the same group generously offered money to a small group of student freedom fighters whose experiences they had just recorded. The gift was proudly but courteously refused. They had fought for their country and for liberty. They were not beggars and wanted no reward. They expected only sustenance now and, later, opportunities to make their own ways in the West.

There was a noticeable coolness in the farewells. Perhaps, however, because Christmas was near, the gifts of cigarettes and chocolate sent to the students by the Americans erased the all too easily aroused picture of Americans as being made of money, easily gotten and therefore easily given, and little else.

Boorish and simple

Tales of boorish or simply bumbling American tourists are nothing new, one might say. Most tourists are fairly good representatives of America and, besides, don't people overseas judge us by our *official* representatives, trained in diplomacy, who are uniformly acceptable? Well, *are* they—all of them?

What of our career Ambassador to Panama of some years ago who absolutely refused all social contacts with dusky-skinned Panamanian officials? Or the long time American employee of our Embassy in Paris whose sarcastic remarks in public about America's total lack of real culture finally lost him his job?

Every American clutching a passport cannot be expected to reflect credit on his country, of course; but even those who individually make little impression one way or the other, can be and often are irritating simply by virtue of being so numerous.

A-plus in deportment

Anyhow, we have too few American representatives who can be given

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● ALLAN WILSON is vice president of The Advertising Council and has been active in this capacity for a good many years. He has also been active in the area of public relations. Mr. Wilson is a graduate of the Wharton School at the University of Pennsylvania. He is a member of the Advertising Council's Board of Directors and of the Executive Committee of the U.S. Committee for the United Nations.

Is There a Public Relations Man In the House?

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A-plus in Department, as could the politically appointed Ambassador to a Latin American country who took the trouble to become a fluent writer and speaker in Spanish. Or the career foreign service man's wife who established a free school for underprivileged children. And, lest we become too stuffy, we might give at least a B-minus to the wistful, likeable American soul who, earnestly but not soberly, spread the gospel of the orange-and-vodka screwdriver through the bars of Europe.

But is it necessary that we be liked by other peoples? And, anyhow, what has all this to do with public relations or its professional practitioners?

Certainly it is not vitally important that foreign peoples adore us. But it is vitally important that they respect us. With the world having reached its most dangerous years, we greatly need respect of other nations for our material strength, integrity, dependability, and intellectual capacity to lead the free world.

We can live without their affection but, if they have contempt for us or actively dislike us, we are behind the eight ball in the job of gaining the respect Americans must receive if the United States is to do its job in the world. When, as is almost inevitable in the conduct of our foreign affairs, we make mistakes or offend friendly nations, we need attitudes toward us which incline other peoples to give us the breaks. They won't give them to us if their composite portrait of an American, gained by personal or business contacts, is distasteful to them.

Public opinion

Public opinion influences the actions of all governments, even those of dictatorships to some degree. So the opinions which other "publics"

hold of us will be translated, in part at least, into their governments' actions toward us. This is clearly a job for which professional public relations people should be enlisted.

Public relations advisors to the four types of clients — companies, voluntary organizations, government departments and agencies, and individuals—especially those who "do business" overseas — should be paying more attention to the efforts which their activities can have on the attitudes of foreigners toward the "client" of all of us: the American people and the United States Government.

What is needed, of course, is that more public relations people make studies of foreign peoples comparable to those made of our own population, and that more of them will actually enter the field of foreign public relations.

People-to-People program

Great opportunities exist for the members of the Public Relations Committee of the "People-to-People" Program. This group of expert public relations men have already begun work: preparation of a "How To" booklet for distribution to Americans embarking for other countries. Training tourists to mind their manners is only one of but many ways for furthering world peace and prosperity awaiting the sure touch of the public relations expert.

It would have been good to have stopped a prominent American, during a brief stop at London Airport, from saying to the waiter, "Gimme some coffee. Oh, no—your English coffee is lousy. Gimme tea. And will you take money from God's country?"

But it would have been better to have had public relations advice in explaining the limits placed on admitting Hungarians to the United States.

Many Europeans still feel that we gave less than our share to Hungarian relief supplies and allowed fewer than our share to emigrate to America.

Americans did contribute generously to the relief of those who fled the Russians last winter, but the story of their generosity has never been adequately told. As a matter of fact, for many weeks America was really visible in the refugee situation only in the operations of CARE (especially its CARE Christmas Party for 300 Hungarian children, fortunately going on in famous Traiskirchen just as Vice President Nixon visited that camp) and in the camp near Salzburg operated entirely by an efficient American Red Cross crew. But even in the early weeks of the crisis, there was much more being done in Austria by Americans with American money, but no one was telling Europeans about it.

Telling others about America

It is in telling other people about America and Americans, about our complete devotion to world peace and



The author, Mr. Wilson

the policies we support in seeking it, about our willingness to help eradicate poverty in the world, that public relations counsel, skilled in the techniques of reaching foreign eyes and ears, are needed today more than ever before. What we are doing for a better world amounts to much more than is being effectively told—from sharing our plenty with others less fortunate, through free technical assistance and loans to under-developed countries, to helping leaders of German industry, journalism, labor, religion and

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The Professions in American Life

By Willard Hurst

*Things are seldom what they seem,
Skim milk masquerades as cream;
High-lows pass as patent leathers;
Jack-daws strut in peacock's feathers.*

● No abstract logic has created the concept of the professions. Rather, practice and experience in making society function have led to the definition of some occupations as professional, and have from time to time determined which ways of earning a living should fit the professional category.

In western society, the idea of a profession involves three basic characteristics:

(1) that practice of a given occupation rests on possession of special knowledge and skill, derived from a body of learning produced by sustained, ordered, rational inquiry;

(2) that the purpose of its practice

is service to others, placed before the self interest of the practitioner, but subordinate to the social ends of the body of special learning on which the practice rests;

(3) that admission to, and continuance in, the occupation do not depend simply on the will of the individual practitioner, but are subject in the first instance to some organized discipline of those who follow the occupation, and, if necessary, to controls imposed by the state.

Exacting requirements

These are exacting requirements, if they are taken seriously. It is not surprising that few occupations have met the test in fashion substantial enough to win sustained social recognition as professions.

In the United States through the 19th century, and indeed until about the 1920's, public opinion was not readily disposed to acknowledge any special status of certain occupations as professions. This was for reasons that ran deep into the culture, quite apart from the intrinsic difficulty of satisfying the test of professional character.

For 300 years, the practice and the self-image of American society was profoundly egalitarian. We confronted a vast, unopened continent; for generations hard circumstance made us conscious of a capital scarcity which enforced direct and simple ways of getting things done; for generations, too, we were scarce in people to do all the work and fill up all the new states.

Thus, our experience taught us to exalt the jack-of-all-trades, the handy man of varied, and largely self-taught, rule-of-thumb, and trial-and-error skills. The country was simply too big to be exploited within the confines of any tight hierarchy of social class or formal authority imported from abroad.

Quite naturally, our prevailing temper was that of a people restless, aggressive, striving, and socially as well as physically mobile. In such a society any men who asserted claims to special respect, authority, or pay, on grounds of alleged special skill, or learning, or standards of conscience or performance, were looked on with distrust. In the view of our Jeffersonian, and more especially our Jacksonian forebearers, such men were probably city sharpers who would gull the countryman; in any case, honest or not, they were asserting claims of status in a community whose articles of faith begrudged deference to any man on any other basis than his common humanity.

Bar felt impact

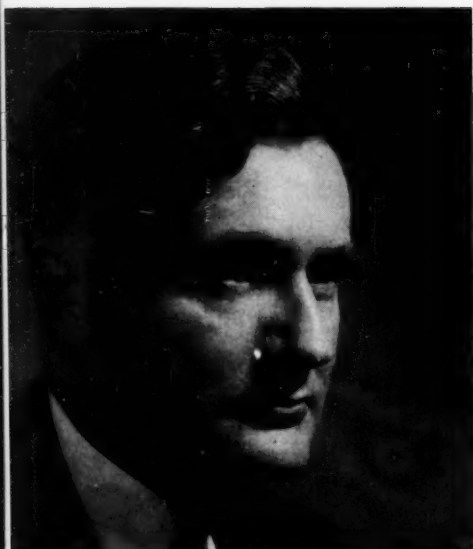
The bar, for example, sharply felt the impact of these general attitudes, though it had an old claim to professional status. A good measure of social revolution accompanied our break from England, and this unsettlement was powerfully reinforced in the 1830's by the ideas and emotions we sum up as Jacksonian Democracy. Between 1750 and 1776, we had seen some real beginnings of formal in-

Continued on the Following Page

Getting to be a Profession

Because of the obvious interest of public relations people, the JOURNAL this year has published several articles about the professions, and what makes them professions.

The present article is written by a distinguished scholar in the field of the law and makes many interesting points — among them the fact that people who want to be "professional" do not ordinarily achieve that goal simply by claiming the right to. The judgment of society is also involved.



Mr. Hurst

The Professions In American Life

Continued from Page 11

struction in law, and of definition and enforcement of professional discipline by county bar associations. But between 1776 and 1850, the bar associations largely disintegrated; most men obtained their training for the profession by the happenstance of what they picked up from their own reading or from routine clerking in lawyers' offices; what little formal legal instruction there was turned to rote learning of bits and patches of rules about the most routine transactions encountered in practice; and judges administered admission to the bar with a leniency that amounted to free license.

Symbolic was the declaration of the Indiana Constitution of 1851 (in force operative until 1933), that

"Every person of good moral character, being a voter, shall be entitled to admission to practice law in all courts of justice."

Superficial notion

It was a superficial, ill-defined notion of "democracy" which denied the legitimacy of the claims of special learning, skill, or discipline. But, it was a powerful factor in the growth of American values. We live with it still in the middle of the 20th century in many respects, as the depreciation of our secondary schools and colleges testifies.

Too, we formed our social organization and patterns of belief largely about the market, as a major organizing institution of life. A good deal of our notions of ends and means, and of human nature, we shaped to fit what we deemed to be requirements of the market, or according to our actual experience of market dealing.

We believed in trade, in profit seeking, in a hard give and take of bargaining in which each strove single-mindedly for his own advantage. This approach to experience did not make for easy community acceptance of the claims of the professions. Men who said they practiced an occupation not primarily for their own gain, but for another's service, and that accordingly they would subordinate their own advantage to a faithful care of their client's interest, made claims which

other men in a market-oriented society were not inclined to take at face value. Indeed, the professional ideal of the practitioner's subordination of self ran counter to a competitive philosophy of life. This was as serious a block to popular acceptance of the professional idea as was our notion of social equality. For our middle-class faith in private property, the market, and competitive effort had been a keystone not only of our economic growth, but of our constitutional order.

A turning point

The late 1870's were a turning point, in the law, away from this trend of distintegration of professional standards. Those years saw the rise of some new, vigorous local bar associations — notably the Association of the Bar of the City of New York — and the founding of the American Bar Association, with the beginnings of a persistent interest of a devoted handful of its members to the improvement of legal education. Those years saw, also, the growth at the Harvard Law School under Dean Langdell of a new and exacting idea of both the quality and the intellectual reach appropriate to formal training for the bar in a new, urbanized and industrialized America.

The timing of these new beginnings was not an accident. It grew out of factors relevant to the general history

• J. WILLARD HURST, legal historian and professor of law at the University of Wisconsin, received his law degree from Harvard University in 1935. He served as law clerk to Mr. Justice Brandeis during the 1936 term of the Supreme Court, and in 1937 joined the U.W. law school staff as an instructor. Professor Hurst has specialized in American legal history and has done considerable research on the history of the bar as a profession. He is author of *THE GROWTH OF AMERICAN LAW (1950)* and *LAW AND THE CONDITIONS OF FREEDOM (1956)*.

of the professional idea in the United States. One need not adopt a dogmatic, economic interpretation of history, to see that the evolving shape of the economy was probably the single greatest influence here.

The acceleration of the Industrial Revolution pressed us further and further along the lines of the division of labor. Social organization was characterized by increasing interlock of processes and interdependence of activities and their consequences. These were influences immediately experienced in daily living, particularly by an expanding urban population. Thus the common experiences of life subtly taught general opinion to recognize that the operation of this society did in truth depend more and more on the presence in it of men who held special skills and knowledge, and that the progressive demand for such special skill and knowledge could be satisfied only through the regular advance of learning by organized, orderly, rational inquiry.

Common experience

Common experience in this new order of society taught people, also, that of hard, fact-grounded necessity, they were increasingly dependent for their comfort, livelihood, and safety upon the faithful attention to work, and honest application of knowledge, of a growing army of specialists. This was not only true of the classic professions, in medicine and in the law. In striking paradox, this market-oriented society, out of its very material growth, developed a high degree of dependence on non-material values, and particularly a high degree of dependence on the simple trustworthiness of human nature.

The passengers on a train must put such trust in the engineer, the householder in the engineer who devised and the repairman who maintains the services of gas and electricity, the automobilist in the mechanic who checks wheels and brakes. The "division of labor" principle of the Industrial Revolution had brought the idea of trusteeship, or the fiduciary relation, down out of the airy reaches of great property settlements and charitable foundations and had made it a

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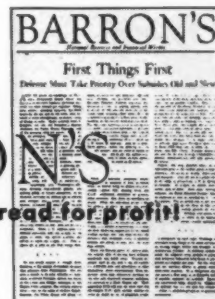
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In this social context, there has been a growth in the confidence with which specialists have claimed professional status, and some growth in the degree to which lay opinion will accept and honor such claims. This has posed both challenge and opportunity to men who would seek the honest dignity and the higher morale that meaningful standards can bring to the earning of a living. Of course,

the situation has involved also some notes of ambiguity.

Area of conflict

There may be an area of conflict between the egalitarian and the market faiths of our society, at least so far as we do not think through their implications. The sheer impact of facts—the mounting interdependence of human relationships — has taught us to move some distance from Jack-

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Skyscraper Publicity

By A. A. Schechter

● Add to the growing areas of interest requiring public relations assistance that 20th century landmark — the big city skyscraper. In all major metropolitan centers, and especially on crowded New York's Manhattan island, the rising skyline brings public relations problems that call for the skills and experience of professional practitioners.

In America's new "vertical cities," where the multi-story office building is now the rule rather than exception, the novelty of size alone no longer suffices to excuse the unavoidable inconveniences of new construction. An active public relations program, planned and executed in advance of public reactions, is needed to ease the growing pains and help make the new skyscraper an accepted and welcome member of the neighborhood community.

38-story structure

A case history in this new area of public relations action is the world's first bronze-sheathed office building at 375 Park Avenue, in New York City. A 38-story structure, under construction for nearly two years and scheduled for occupancy in the fall of

1957, it has special interest for two reasons: first, it typifies many public relations problems common to most skyscrapers — in terms of employees, community and public; second, it is one of several new structures now going up or planned on Park Avenue which are converting this famous boulevard from a residential section to a business address.

Opportunity and challenge

As such, the new skyscraper is a public relations opportunity and challenge.

When Samuel Bronfman, head of the worldwide Seagram organization, suggested the first bronze skyscraper, he is quoted as having said: "This will be more than a real estate project. It will be a public relations project."

"We want to contribute to the architectural, economic and community life of the city. Good public relations is good business relations. It is a way for us to express confidence in the continued expansion of the American economy and at the same time contribute to the growth of the city where our business is located."

The public relations agency retained to handle the new building planned a program designed to achieve maximum benefits for the client from this unusual project.

Public relations had to tell the business and financial world the reasons for this skyscraper — when basically the client is not in the real estate business. Public relations had to tell employees what it would mean to them as a future home . . . and what it would mean to stockholders, dealers and suppliers.

How about community relations?

How about community relations? Tenants who lived in the building to be demolished to make room for this new skyscraper certainly had to be dealt with fairly and with great consideration. When excavation starts there is dust and debris. Streets become choked with trucks unloading steel. There is construction noise. The parking problem becomes acute.

Although there were plenty of problems like this, it was not all trouble and hard work.

Mrs. Phyllis Lambert, the director of planning, with Mies van der Rohe and Philip Johnson, the architects, did not look for precedents, but used a bold approach in innovations both for visual beauty and for design. That always makes for news.

The decision was made to make the exterior walls of bronze. Bronze had never before been used for the full outer sheathing of a building. To this was added pink-gray windows to eliminate glare. This also made the building newsworthy.

Pools and sculpture

The decision to convert valuable footage on Park Avenue, in front of the building, to a park plaza with pools and sculpture was another first which gave "375 Park" its worldwide publicity, plus acclaim from the neighborhood and even art critics.

But long before any major stories were released, a thorough plan was designed to cover community, tenant and labor relations — all parts of the basic public relations program.

Instead of the usual notice to tenants of 375 Park Avenue to vacate

• A. A. SCHECHTER is head of A. A. Schechter Associates. A former newspaper man, he was vice president in charge of public relations and news for the National Broadcasting Company, the Mutual Broadcasting System and the Crowell-Collier Publishing Company. His firm has had more than a casual connection with the public relations program touched on in this article.

for the coming construction, the Seagram organization, together with its renting and managing agent, Cushman and Wakefield, Inc., agreed to a public relations plan to deal with every tenant on an individual basis. Letters were sent, and officials personally explained that the property had been bought for a new business skyscraper. Tenants were given two years to make other arrangements and facilities for apartment hunting were made available to tenants at no fee. The result was a flood of good will letters to the company for its understanding and thoughtfulness.

The George A. Fuller Company, general contractors, cooperated thoroughly. Their first order to all subcontractors read: "You are working on a prestige building in a prestige location. Let's be prestige builders." The result was noticeable immediately. Instead of wooden debris chutes outside the building, the original elevator shafts were used, thus confining all dust. Steel frames were bolted instead of riveted, thus cutting down noise and, incidentally, earning the builders an award from the City of New York. Shouting and noise were reduced to a minimum.

Trucks filled with rubble were scheduled in a traffic pattern to eliminate blocking crosstown Manhattan traffic.

Personally addressed letters

Some 4,000 personally addressed letters went to every resident and business within a three-block radius of 375 Park Avenue. It told them that the builders were mindful of the discomfort and noise due to demolition and construction and that every effort would be made to minimize the inconvenience. This, too, brought forth a deluge of letters from people commending the company.

By the same token, John Chapman, drama editor of the *New York Daily News*, who is a professional critic living near the construction site, wrote the public relations agency:

"There's one s.o.b., at this hour of 8:06 P.M., hammering at a wooden crate somewhere in the bowels of, if it has any, the new Seagram building. This b..... with his little hammer



375 Park Avenue

makes it difficult for me to hear Station WQXR and my wife, who is cooking dinner." Without public relations he might have put his complaint in print.

It is good business for public relations people to join forces in a project involving companies all with the same goal. In this case, there were public relations men representing steel, glass, bronze, doorknobs, elevators, stairways, plumbing, architects, mechanical engineers, electrical engineers, etc.

A clearing house was set up for all the public relations firms involved. A

timetable and traffic pattern prevented simultaneous releases nullifying one another's work.

Specific stories

Engineering, architectural and building trades needed specific types of stories; the distilling trades another; and the general press and public still another.

Weekly meetings of all divisions involved made it possible for everyone to familiarize himself with any new ideas and plans underway.

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The Professions In American Life

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sonian naivete. We begin to recognize that there is nothing incompatible — indeed, that there is basic consistency — between democratic ideals and acknowledgment of the insistent need for quality and the recognition of quality, to meet the functional needs of a division-of-labor society.

We have a good way yet to go to achieve adequate sophistication, as the growing pains of our system of mass education attest. But, we are on the right road when we recognize the legitimate demand to define and enforce proper standards for doing essential jobs.

The other side of the picture must be noted, too, however. The narrow self-assertion deep in men's being will find outlets in the most loudly professing democracy. The division of labor showed men the opportunity for new claims of status, and they were not slow to assert them. Thus in the last 30 years men in a wide range of

occupations have sought to *claim* the title of profession, sometimes out of social snobbery, sometimes to help their efforts to build legal walls against intrusive competition. This trend has gone far enough to be the butt of social satirists, and somewhat to debase the professional concept.

Point of emphasis

To return to an earlier point of emphasis, the measures of true professional status are difficult and exacting. But, if they reflect actual social function, these measures will continue to single out particular occupations, even if we have to change nomenclature to escape confusion or hypocrisy. For in a society of high interdependence and complexity of process, truly distinctive roles are played by those whose work is characterized by the marks of the profession:

(1) Possession of special knowledge and skills, resting on learning derived from sustained processes of cumulating facts in the light of rationally ordered hypotheses: The dynamic of our society rests increasingly in the advance of knowledge. The rule-of-thumb man and the intuitive artist in work will always play important parts. But the history of the past 100 years points to special influence and causal importance for men who operate as inheritors in, and contributors to, areas of studied learning.

(2) Preference of the client's over the practitioner's interest: A heightened division of labor has created so deep and pervasive an interdependence as to extend by operational necessity much of the professional, fiduciary spirit into many aspects of industrial arts and trade. In our kind of society, men must behave with high loyalty to the job, as a condition of the society's existence. But the very breath of this participation in fealty to the work to be done means that it

does not suffice as a criterion of still more specialized responsibilities. And these latter continue to exist. There are some values for life, social order, and the advance of knowledge which are prerequisites of all other activity. This fact will continue to create reason for assigning special responsibility and distinction to the guardians of these interests. This is not less so, though we acknowledge that the professional ideal of service over self states a goal often lost sight of or not achieved, or which is often advanced as the cloak of hypocrisy. So long as the professional idea grows out of true needs of civilized life together, it must be satisfied in some measure, or life in society as we know it disintegrates.

(3) Control, other than by individual choice, over admission to, and continuance and conduct in the occupation: If an occupational group has so little conviction that its work involves distinctive standards of learning and obligation as not to find within its ranks the impetus to some disciplinary organization, it is not likely that it will long persuade other people to take it more seriously. Guild organization — discipline defined and exerted from within — is the logical first step, and almost certainly a necessary continuing factor in the vitality of a professional group.

Realism

But realism should lead us to expect that the politically organized community will eventually take special note of such a group, its role, and its pretensions, and that some measure of legal regulation will follow. The conduct of all functionally meaningful, non-official groups is a matter of legitimate public interest. How far this public interest is likely to be expressed in particular legal regulations, and how far it should go, will be affected by the actual importance of the functions fulfilled by the group, and the working sense of responsibility which its practitioners show toward their self discipline.

Neither ambition, social snobbery, nor self-assertion will serve to create a profession or define its area of autonomy; these will in the long run be determined by the function fulfilled. ●



—Drawing from HOLIDAY
"Ad Man's Diary"

"Our p.r. director is attending
the 10th Annual Conference
in Philadelphia, November 18-20."

Skyscraper Publicity

Continued from Page 15

Sidewalk superintendent

While the sidewalk superintendent is as old as building construction itself, adding another dimension to the peephole (recordings by famous TV stars and newspaper columnists describing what the public was watching) achieved tremendous publicity for the building. Recordings were made not only in English, but in several foreign languages because of the international traffic from the UN and nearby Park Avenue hotels.

A recommendation that the building install closed circuit television to enable tenants to conduct inter-city sales meetings proved to be both newsworthy and of interest to tenants. This had never been done before as a permanent installation.

As in most campaigns, there is some publicity to be purposely avoided. Faced with professional comedy writers and others who wanted to use gags about putting a cork on top of the building, having the building look like a bottle, etc., each case had to be handled patiently and individually. Some columnists think this sort of thing is funny. Some clients do not.

Flower beds on the fence

Because the Park Avenue Association had planted tulip beds in the center island, when a construction fence went up, public relations added to the cheerfulness of the area by painting flower beds along the fence. It not only looked good, but papers all over the country carried pictures.

One happy postscript:

In demolishing the old building, it meant that men who had worked in the apartment house would be out of jobs. Again the organization set about to find jobs for the elevator men, doormen, and the rest, and got jobs for all of them.

Continued on Page 21



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THE PREVALENCE OF FACES

Continued from Page 8

ment of virtue in terms of the charm or status of the person who recommends it. Often this is the sole element that distinguishes it from a rival product.

The same transference takes place in the field of ideas and opinion, although in this case the qualifications of the informant are more often apt to be related to the information he is imparting. Yet even here we frequently encounter strange bedfellows: the popular entertainer turned politician, or the formidable politician turned critic of the arts.

In a world dominated by face-to-face communication distinctions tend to become blurred. The same is true of human impulse. It might reasonably be asked whether we actually choose the objects and ideas that are visually presented to us or whether, in fact, we select the individuals who commend them to us—the famous comedians, ballplayers and beautiful film stars, or the anonymous performers who assume the roles of husband, housewife, girl friend and grandmother. It could be argued that we are primarily consumers of personality—purchasing the appealing images behind the things with which we fill our lives—images that become for us surrogate parents and teachers, each commanding our affection and earning in return our loyalty to the ideas and objects they offer.

Infatuation with personality

This massive infatuation with personality is a direct consequence of our deep commitment to face-to-face communication. It is not without its dangers, for it can readily get out of hand. A world in which judgments and actions are contingent on the impact of personality is not conducive to an objective view of reality. History is filled with such impacts—not al-

ways to the benefit of society. They may even be discovered in our own time when the danger is compounded by the extraordinary efficiency of our instruments of face-to-face communication. The temptation to misuse them often proves irresistible. Dazzled by their power, it is easy to confuse means with ends.

Debts immense

To be sure, our debt to these instruments is immense: they have lifted our sights and immeasurably deepened our experience, bringing into view more of the movement, shape and color of life than we could reasonably expect to see without them. Indeed much of our material prosperity can be directly traced to their penetrating and pervasive powers.

Our age is characterized by many names, mainly of a somber and forbidding sound. But if we live in the Age of the Atom or of Anxiety, it is equally true that we live in the Age of Information. At no time in the memory of man has so much of it been available, or has it been in such great demand, or so widely supplied.

Rely on faces rather than words

It is evident that for much of this information we rely today on faces rather than on words. Thus we can put Borrow's Law of a century ago to the test: have we less cause to complain of the world's deception as a result of looking each other "more in the face" rather than placing our trust "in a man's words"?

Many would hold that the argument is still open. In the beginning was the word, and its end is not yet in sight. The word remains with us, receiving less attention perhaps than it once did, but still retaining its pure and objective strength, uncontaminated by the distractions and irrelevance of the human face. ●

Is There A PR Man?

Continued from Page 10

government in teaching their people how to think and act as free citizens of a democracy.

Applied science, building on the discoveries of pure science, has vastly changed our lives here and elsewhere in the world. Public relations, the social sciences in action, can perhaps mold our future as much as science has shaped our present. One day, perhaps, foreign relations programs can be as effective as armaments programs in deterring aggression.

Perhaps, too, the time will come when a public relations counsellor, without too much presumption, can paraphrase the eighteenth century Englishman by saying, "Give me the making of the ideas of the world, and I care not who makes its laws."

Perhaps, whether that day comes is strictly up to the profession itself.

Meanwhile, in every planning conference, whether in business or in government, which affects or can be made to affect foreign peoples' opinions of America and Americans, one of the first questions should be: "Is there a public relations man in the house?" ●

A Letter to the Editor

To the Editor:

Way back around 1913, Charlie Ebbets, Brooklyn Dodger President, made his famous comment: "Baseball is only in its infancy." Sometimes the actions and utterances of people in our field cause me to feel that "public relations is only in its infancy."

As a former newspaperman, it rubs me the wrong way to see the amount of wining and dining of editors that goes on under the heading of public relations. The great emphasis on "who-do-you-know" in trying to place client stories, reminds me of school days when some of

the kids brought in apples and candy for teacher so she wouldn't give them bad marks on their report cards.

In my book, the public relations practitioner who relies on purse and personality for placements is either lacking in the creativity necessary to develop feature material, or is just too lazy. An unfortunate aspect of this practice is that editors who accept these favors lay themselves open to charges of lowering their editorial standards.

A third consideration of this entertainment of the press is the creation of an atmosphere of "the bigger the pocket-book, the greater the publicity" and vice-versa.

Recently, I was involved in an episode along those lines that disturbed me enough to write this letter. During a brief interview for a position with the Vice President of a large public relations firm, he commented: "Anybody can take a newsworthy story and get it printed. I'm looking for a good contact man who can get editors to print business stories that are 'dogs.' Take me, for instance. I've been in public relations for 15 years. I can call anyone of a half dozen business page editors who will print my stuff if I ask them to—good, bad or indifferent."

My answer was: "I've never approached an editor with any material that I didn't think made a darn good story, and I'm not going to start now." And then I stalked out of his office.

Was I naive in my reply? Or is this an accepted practice in our field?

Because this question goes to the roots of public relations ethics and practice, I'd like to ask for editorial comment on it and invite your readers' opinions to let us know what they think and do in similar situations.

*Sincerely,
Bill Gottlieb*

EDUCATION

"Some may have formal education, but many will not, and it is still the glory of our country that that doesn't matter. It is staying uneducated that dooms the man, not the starting that way. No man can help it if he has to leave school to support his parents, but he very much can help it if he wants an education thereafter."

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Notes from Japan

By Tomoki Hsegawa

● In Japan, there is a good deal of
confusion between the basic concep-
tion of public relations, publicity and
advertising among the greater part of
the people.

Many of the educated people, in-
cluding those engaged in business, in-
dustry and commerce, regard public
relations and advertising as the same
thing. Very frequently, people who
work in the mass communication
field — such as publicity agents —
confuse the basic purpose of each, in
spite of the fact that they should know
the difference. In my opinion, this has
caused not only a lack of professional
education for the "front line" em-
ployee, but public relations as public
relations has not been well explained
to the public.

Basic function recognized

Among the educated people en-
gaged in mass communication, such
as radio broadcasting, the press, non-
theatrical movie producers and indus-
trial designers, the basic function of
public relations is well recognized and
efforts to inform the public of the dis-
tinction are being made.

Those people who belong to a
single organization of a particular
business field, however, can only op-
erate through their own individual
line. This means that their power and
influence to inform the public is very
limited.

Generally, businessmen do not re-
cognize the over-all function of public
relations. Except for a small number,
top management does not recognize
the function. The "operating" busi-
nessmen understand it more than top
management. It might also be said
that the elder generation understands
public relations less than the younger
generation, as might be expected.

It could be said that some business-
men think public relations is an aux-

iliary publicity tool, but this is not a
certainty as it has never been really
discussed. The basic idea of public re-
lations, however, is being pushed up
to higher levels.

Indifference of management

The indifference of top manage-
ment to public relations means a
shortage of funds for such activities!
And, the indifference of the public
creates apathy among administrative
people. Whether funds should come
first or interest created first is like the
aged discussion about the chicken and
the egg. Like the ice surrounding the
Japanese ice-breaker SOYA in the
Antarctic Circle Zone, a "break
through" must be made.

There is something of a trend
toward independent counselling firms
in Japan. Several progressive groups,
such as the mass communication field
personnel and industrial designers,
are establishing a public relations or-
ganization. The people in non-theatri-
cal movie production have begun to
function as public relations people.
This trend can bring a remarkable
change to the Japanese people's
understanding of public relations and
advertising.

Plans to organize groups

With several businessmen who have
a recognition of public relations, we
intend to organize a group in order
to establish professional public rela-
tions counselling in the near future.
Since we have started our march, pub-
lic relations for our movement has
been promoted. But as we have aimed

● The author of this article was
asked to write a piece about the
status of public relations in Japan.
MR. HSEGAWA is Secretary for the
Board for the Coordination for
the Utilization of the Wood Re-
sources, Japan.

at no particular people in our objective, the desired influence has not been effective.

Last autumn we organized study groups among high school students who are interested in our purpose. This has been done so that we can establish a foundation for future operations.

We now have about fifty groups consisting of 1,000 members, and we are very anxious to increase it to 500 groups, or 10,000 members. We believe the idea to be unique in Japan, and hope these groups will work very actively for our movement in the near future. ●



—Drawing from HOLIDAY
"Ad Man's Diary"

"Partners in counselling firm who didn't think it was worthwhile to attend the 10th Annual Conference in Philadelphia, November 18-20."

Skyscraper—Continued

One man whose only job all his life had been at 375 Park Avenue was kept on by the Seagram Company to become the doorman when the office building opens. This not only pleased labor groups, but it was good community relations because everyone in the neighborhood from policemen to cab drivers knew the doorman. Here was a giant company thinking of one little fellow, keeping him around as a watchman until such time as he could resume his old job again in a new uniform.

It was a human interest touch that pleased everyone. What better way of cementing relations with the public. ●

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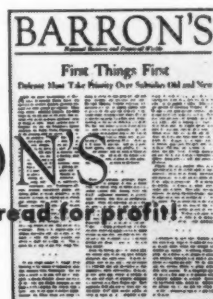
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On Writing for the Journal

● The PUBLIC RELATIONS JOURNAL is always in need of good, solid, professionally-written copy. In writing for the JOURNAL, here are some guideposts that authors might keep in mind.

Since the JOURNAL is designed as a professional publication, the core of its true audience is made up of the people in public relations, especially members of the Society.

The JOURNAL, in public relations terms, has about the same focus as does a medical journal or a law journal in their respective fields.

No "tutorial" material

For such reasons, the JOURNAL is not ordinarily receptive to what might be called "tutorial" or "junior" material — for example, articles on how press releases should be written, how to distribute information to the press or other media, how to stage a press conference without mishap, or articles pointing out that "public relations is very important."

The JOURNAL is interested in . . .

A. Theoretical and speculative articles on the nature of public relations and its function in our society.

B. Critical and evaluative articles about standards, ethics, education for public relations and the like.

C. Expository articles about related techniques — for example, typography and printing, the use of graphics, motion picture making, institutional advertising.

D. Good, solid "case studies"—so long as they are not mere "success stories."

"Nuts and Bolts"

E. Articles about the "nuts and bolts" of public relations of general interest—for example, material about the organization of public relations departments, on-the-job training programs, the relationships between internal departments and management.

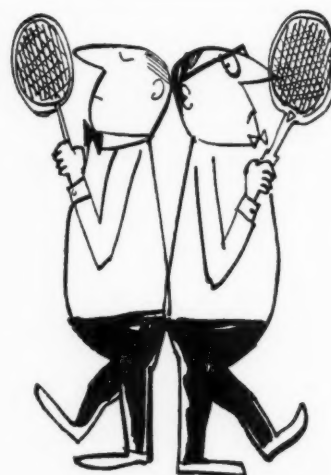
F. Analytical articles on how public relations problems were solved—also, articles on how public relations problems were not solved.

What editors are trying to do

To put all this another way: the editors are trying to do in public relations terms about what the *Harvard Business Review* tries to do in the more general management world.

Writing articles of general interest in this field often involves research, reading, experience, and an ability to generalize. The young practitioner who has just done a bang-up job for the Red Cross in his town has probably done just that. But this does not mean that an account of his success in a single, isolated case is the equivalent of a JOURNAL article.

These implied restrictions, of course, are not absolute. There are always exceptions. Sometimes a speech is good enough to reprint; sometimes we reprint material from other journals. But almost always this



—Drawing from HOLIDAY
"Ad Man's Diary"

"Loser buys the first round
at the 10th Annual Conference
in Philadelphia, November 18-20."

is material thought to have general and enduring interest for the JOURNAL's readers.

Basic core of the audience

Above all, the JOURNAL author should remember the basic *core* of his audience. It consists of some thousands of *experienced* public relations people, a lot of whom have been around a while, who have mastered the basic tools of the craft, who have mostly qualified for membership in the PRSA, and who are deeply interested in expanding their understanding of the activity in which they are engaged.

Let us end on a mundane note: articles for the JOURNAL may run from 1,800 to 2,500 words and should be accompanied by photographs of the author, if available, and a few words of biographical material about the author. It is helpful when titles are suggested and by-lines are put in the right place. The author who organizes his article into sections, with sub-heads when needed—that is, the author who gives us copy we can send along to the printer without re-typing—this man (or woman) is Heaven-sent indeed.

Now that we have got all this off our collective chests — where is the copy? ●

Our Atomic Profession

"A cupful of gasoline contains a vast array of atoms. An expert can tell you what will happen to the mixture as a whole when the gas gets into the engine of your car and ignites. But one individual atom may not behave exactly like the others. Exceptions to usual behavior occur in plant and animal life, and with human beings the variations from customary group conduct seem much more numerous.

"In public relations work, one must learn a great deal about both the mass and the single atom. A multitude of human beings will usually act in a fairly predictable manner. To a considerable extent, though less so, this is true of a person. Since we deal both with groups and with individuals, we must have some knowledge of each. To get such knowledge requires study and experience."

—Verne Burnett, "Solving Public Relations Problems" (Forbes & Sons, 1952)



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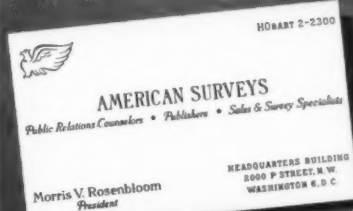
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MEMO TO: Forward-Looking Corporations

SUBJECT: More Effective Financial Public Relations and Share Owner Communications

FROM: Gartley & Associates, Inc., 68 William Street, New York 5, N. Y. Whitehall 3-6770

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Employee Relations — English Style

"Tea-Break When Tea Is Made"

"New automatic device allows variation of starting time but controls duration of tea break."

"Financial losses due to employees clocking in late are very real, for while it is true that the worker loses pay for the odd quarters of an hour it must be remembered that a complete project can be held up, waiting for a member of a team to take his place. Furthermore, while 'late' money is deducted at cost, the actual financial loss is represented by the profit which uninterrupted production would have earned.

"Provided time recorders are used to indicate this lateness, however, there is some redress, but much more — often untraceable — production time is lost by another human weakness. Linger over a cup of tea. While many establishments have a bell-ringing attachment to

a programme unit for the purpose of signalling tea breaks, it is often true that while the length of the tea break may indeed be defined, the times are inflexible and so cannot easily be reconciled with the time that the tea is made and ready at the right place. This often results in the tea break being partially expired before tea is ready, and workers either assume the right to ignore the cessation bell or return to their work in a frame of mind which is not conducive to good labour relations.

"To overcome this problem, Blick Time Recorders have now designed the Blick Tea Break Unit, which may be wired in parallel to the outgoing signal circuit of a programme unit, or may be used independently. When the tea is actually ready a push button on the unit is pressed, and this (a) rings the bells to

indicate the commencement of the tea break and (b) starts a synchronous motor which drives a gear wheel. A stud on this wheel causes a mercury switch to lift at a preset time, at which time the bells ring to indicate the end of the tea break, and the motor is switched off. Users of the unit are thus able to vary the time at which the tea break is to commence, but the duration of the break is automatically controlled.

"The unit is designed for incorporation with a programme unit or can be wall-mounted for independent use. The dimensions are 6" x 5" x 4½", with a grey hammer finish, and the price is £18. 18s. Od.

"Blick Time Recorders Limited, 96/100, Aldersgate Street, London, E.C.1."

—Press Release from
McDonald Gawley, London

Who Is Confusing Whom?—Continued

rector of public relations of the Blue Angel night club!

I wonder if we do not contribute to this ourselves by labeling everything public relations rather than trying to draw a clear distinction. For instance, we have accounts, as does everyone, which are practically entirely publicity. You might say that public relations comes into the initial planning of the program and citing the objective rather than getting clippings simply for the sake of clippings. But, on the other hand, I think any press agent of the old days or today does that, or his client is smart enough to compel him to.

I know that I find myself squirming in my chair at times when present clients or outsiders come in and talk about something that involves straight-out publicity, but speak of wanting a

good public relations firm. And I quite often, sometimes to the embarrassment of my associates, point out that what they are talking about is all publicity and not public relations, or that even in some corporate accounts there is a ratio of 50/50, 75/25, or something.

It has seemed to me for a long time that we who practice the fine arts should try to differentiate, and accept the fact that there is still such a thing as plain straight-out publicity, and we might upgrade the pure art of public relations by so doing.

It is quite possible that our friend has a point. If we in the public relations and communications field wish someday to straighten out our friends and business associates as to what it is that we "really do," then it would seem reasonably important to be clear ourselves as to distinctions we wish to establish. ●



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Portrait by Fabian Bachrach

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